

~~AS~~

1-19-87

KRB/b

McNamara

3 mi SW know on new stat.

Veliboff

GT - RM is one of "Three Men"

3 cases

NSC - how worked. Elyse, ops, cord rule.

RM - 20 years - 25 yrs.

as he did - NSC did well. Long well. Remember did

affect. Long duration aware cord of it. It did - going
to be - ~~not due to~~ often S+D don't see same
as file.

Rank - quite did. from 1/2 mi to 1/4 mi

on the left Bay + Day

or K + R

B + V

- reflect & respect. Not always agree. Still
advance. Establishing human.

primary. As I am 1 - 2 years ago. RM accused

of undermining SS. Position starts began with RP.
only to act stage. Almost up to ~~myself~~ to give structure.
all who were removed by Black.

State reasons for differences. Mistake was judgment.

not system.

Log with - JF - limited.

raised NSA role - was standing between

SDF + the RM and couldn't function. Need to see

RM's work. JF said RM as the directly. get NSA
comment on it. -- When my trouble after

Walt R - denied.

LG - Vietnam -- if lost, see meeting. sym
of withdrawal. Not failure of mgt. -- just didn't.
Didn't mean that all working options considered. Option
cont.

Nis - Lt Hak wrap SS. (Hak in ground). Hak
is outstanding question.

Order + Budget - ^{name} substitution
[] - COS, ^{substitution} Eng. vol wrong. Pm to be sent.

Pl - ^{NSA} interable. J. H. of Pm, ^{order} can do NSA
right if Pm wants. Can't be op. unit. Same.

wrap. Little contacts - incapable.

George Elephant - COS wants. We carefully
contacted. (ex. Mongrel). All sent approved. How much
Pm. assigned, (le 5, 8 or 10). Proof NSC also
ready done.

JT - about dip. in ops. ? RM - note the NSC, except
SS ask for. Check -

67 Program - track that -- link to H. Du Min
-- (RM + PR need (JFK), need him. Don't suggest with

S&B knowing.

- Boy of Pm - NSC + PR didn't function right.
Didn't know them. History - may you are responsible.

- CIA op. Jke. -- we should have stopped.

NSC failed -- misperceived people. looking. all do. Adv.
and do. Fulbright not me.

St Paul. Post. Fall
Wendin TV. JHK

10:24

JK - said don't have to take advice.
- haven't learned.

Colon M Lr.

Agreed -- up into. Longlands. Intent, no
back. Be acting. Alex Gamm, Paul Hite, PK, Mg
+ other. Full time mit. ad hoc. Didn't deal
NSC out. JCS, CSA, S, J, R, T,

(look home)

(Clinton)

in bed well.

Vict. - more typical. Mag B & W - impact word +

monitors.

JT - way. Pres. use NSC. Did JFK - NSC in war
image? oriented his way? or mix of problems.

PM - argued stuff. Farrow, Bader, Carl Kasper,

Kasper - -- eq, 1,000. Appointment - (Farrow 10,000) AF 3,000.

Kasper - said 300 - - knowledge, opposed PM, PM
won, But CK knew war, capable, wide. War good.

JT academic? (now 4). PM - great way. was private

actor. Was too much military. Over. 750 + CSA -

need some CSA (JFK was ~~not~~) FSO to assume - but
not too much - creates ambiguity for mil. + FSO. Would be
difficult to differ from their Dept. So don't overboard.

JT - 3 ok. Free.

FSJ - change?

PM - NSC functioned similarly -
Walt changed - more discreet. Walt, not HBJ. More mil.

- still. He couldn't sleep -

ESA - JC, guess has covered. SFB dilemma - -
tell story, + do recommendation.

RM - almost irrelevant. Don't have to see JC to
see flaws. Assume that -- agree position, but wrong -
no JCS, allies, intell. fd, -- RM delighted, but
if had agreed, all hell to pay. Since, have been
walking back from it, because it won't put
together first.

See Weinberger's statement - Mon. to Cong on
proposition that hasn't been staffed. -- st. - Geneva,
-- wrong way. NSC failed to stop P&S
from getting ahead of Pres.

JT - Summit
Geneva '85

SU today
Ghorbe

NSC didn't anticipate Ireland.
total failure.

Nothing to do with Iran

Iran - accident waiting to happen. We
have been lucky.

Weinberger out on own

RM - guesses Pres doesn't understand what NSC can't
should do for him. Can instruct Calucci to do.

(what if Calucci leaves?)

10:44

(RM very energetic)

- need to get oversight of covert ops like have in past

CIA wasn't rogue, needn't be, shouldn't be.

Def Dep. + St Dep. should have sat in on.

- Constant review of covert. Monthly mtg (depts) of all covert. The 5412 group followed Ike. all Pres. did.

ESM - Ike interrogatory elaborate. RM, head that. JFK system was fine. Ar. Dep. grp - RM + AR wanted it, + NSA too. Had able people. Nitzge not easy, but was able. Alex J., etc. - - - - - All worked together - If saw Def person malfunction (and run) RM unbacked them.

NSA personality - JP, etc.

Bundy - profile low (proper) JP had low profile cause low competence. Bundy as

2 Mistakes - CIA ^{should} have raised possibility of each. Very wrong. over 95% NSA

Couldn't get Helms to say spying should be. Wrong to do.

Mohrman - Kyburz

JP - access -

NSA belonged to CIA? Roper subordinate NSA - go through. RM - Pres. preference. -- but RM says NSA own access. Had most qualified.

Cooking intell. estimates? RM - never. What was done was
at fr. SNSE. Light, not cook.

Bay of P - - shows danger of merging
estimates & ops.

10:55

- Missile gap - 1960. So he looked for gap as
lead. Concluded had severe gap! Didn't have PSA - -
each service. No DCS response. CDA + AF differed.
AF leaked. CDA differed. Cong. used AF. Spent
3-4 wks with AF guy; He believed it, colored glasses of
AF ops.

If cook -

Estimate - Vietnam. Now had PSA - - but still
dod. Bombing appraisals - - natural bombing - to get CDA
unit on bombing. Wanted uncooked. Never asked for
cooked. Bundy used lots. Walt different - looked at
figures that suggested him - (JT-normal). Helms
wouldn't cook - - believed msgs that were bad.

Sherman Kent. ?

There was one guy who cooked - - RM knew + warned
the Pres.

CM - staff + JC - - Pres. uses NSC to discuss.
Several mtgs. RM - not effectively. Not really used.
Pres. doesn't use right, or SDO or Amsthl.

RM asked Dec 17. Wem + Crowe - early
SDS present. deploy - - Sh. not present.

Vietnam - RM + AR + NSA failed to give adeq. to withdraw.

Microsigna - - not adeq. att to long run
 - SDS - - can't have NSC discussion.

Day Pres. ^{JFK} shot - NSA, SW Adm. - in Pentagon - often
 met Pres. in late Nov. DES, SS,

RM met in his office with principals first.
 NSC ROB SA DES - doing that,
 + staff - - full integration. Do not

Nuc. strategy - - not getting done. The intellectual
 work

March 23 83 speech - - line about if we
 don't do ~~def.~~ - - add off - - SW consider aggressive.
 SW is now seeing as aggressive. McF. wrote the sentence.
 RM - what people studying. Get 3 people to work.
 Notes Feb 20 85

Would not staff of NSC
 thought + integration

Def. bad degree. No strategic foundation.

Cambridge 13, 14 + 15 18B each
 all Pres. rejected -
 Zumwalt

If SC mtg held, then go get work done about it.

ESM - findings.

- notes, minutes? Did bone? Should?

RM - need for history. Clear written record of Pres. decision.

(1.15)

He remembers there were

Tues lunch 5 D NSA JCS CDA
 - said loosely done. Yes, meant to be informal - But had
 notetaker + decisions recorded. RM no notes. Relied on
 notetaker, he knew (Tom Johnson, now gen. of RA times)
 them. Now wished he had.

ESM - Carter for break: + By, Br, V - harder
 seem to prefer smaller. So formal NSC -- rare.
 In RK, JC, -- natural & human. RM ok, as long as
 adeq. staff wk below.

Ireland - have WBS + JCS + NSA with them.
 Talk about between sessions.

Also need advanced preparation - meet JCS, etc.

SA this am

hierarchy of POD.	Wash- Taft Ikle Perle	} 3 not there.
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SA had JCS, & he did lots of the negotiating.

- Can't believe they were thoughtfully discussed before
 going.

Brinkley feel free to talk.
 He doesn't see it now.

Under RM time, notetaker would have good notes, & follow-ups.

ESM - Gulf of Tonkin
 - how much discussion?

Some constant, & knowledge constant. He doubt very much 2^d attack. ~~2^d~~ 1st

H Brown - first info he got was

always wrong.

- Brown kept - always unreliable.

1st attack - submersible. 3^d - Brown, no Brown.

Don't remember mkg. Never decided that we had little coast action against N/VN -- Marine General. Prep-people. A few weeks. Accomplish nothing. Very small. 10-20 leave people, at time of attack we were carrying Marine coast operation !! Fullbright raised. Started war. Not true. -- didn't know!

Bombing attacks - Brown ships men. RN reluctant. Said ~~that~~ didn't hit. So TV RN would didn't. Turned entire disk.

London - system not wrong. Maybe actions were ok. Had adequate discussion.

Admiral haven't done well on Vietnam.

2C-

support in port. Didn't we our own support

Sub Munk. Brown

Thompson

Baker

Kramer

have

3 had spent let study 5k.

we had of our own decisions. Where working in Vietnam - we didn't have.

Guy with "g" ?

CM - Pres. + covert. How deal CIA program + implements + evaluates.

- Skeptical of value of coverts. Need cut down.
- Public - covert

DDI do, under CIA

NSA - present at mtg.

- RM - difficult. But NSC needs to be independent + look at covert, see shitty salaries, no st. role.

- access to Pres.

- NSA exploit role? -- no. Did talk w/ with Pres., but not overrule Sec. D. Would come back.

CM - integrity of people? Independent? RM - Pres has to want + say so. Say role. JFK told them to get together + know.

Use of 3rd Parties

- Search of CIA resources, + proper reward.

- but not use such arms dealer or intelligence ~~some~~ some. No sense.

Chomsky - Enron -- had to change in structure?

No. Big change in Cong - Exec. Doesn't change his view. Makes covert more difficult. Most leads are Exec branch.

~~to~~ look, one would expect
 it - it comes, with that.
 PM - "concept of higher loyalty" -- later time to understand
 Rule - has said he was wrong